

Georgia Department of Community Affairs

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Understanding a community's challenges and opportunities,
working to develop locally-driven solutions,
and bringing resources to the table.

That is what Community Affairs is all about.

Everyone loves a “ribbon-cutting.” Bringing new jobs, new tax revenues, a new economic engine to a community has enormous impact, particularly in rural areas. What few people understand however, is the prerequisite for such an event – what we at DCA call, “community building.”

Community building efforts involve a wide range of local leaders in identifying and addressing quality of life issues with the common goal of enhancing competitiveness. Beyond fundamental education and public safety concerns, quality of life encompasses downtown revitalization, natural and historic resource conservation, river and transportation corridor management, liveable neighborhoods, recreational and tourism opportunities, and heritage preservation. In other words, adding or rebuilding value in the places and institutions we call a community.

Why is “community building” so important? Georgia’s communities are competing in a new world of economic opportunity. A world that offers unmatched prosperity and demands unbounded resources. The resources of our institutions, our infrastructure, our environment, and most of all, our people. A world that presents three major challenges to Georgia:

Preparing and enabling all communities to be economically competitive, which requires deliberate development policies and coordinated investment in under-served areas.

Mitigating the negative impact of development, which demands a thorough and realistic assessment of the costs of prosperity and a decision-making process which balances the benefits of growth with its long-term impacts.

Protecting the unique heritage and livability of our communities, which is perhaps our greatest challenge. Our communities house the new world’s greatest asset – its people. A corporation, a school, a hospital, a government agency cannot thrive in this new world without the knowledge and innovation of individuals. The rising importance and capabilities of individuals over institutions creates a dramatic shift in how we go about the business of development. Today, a community’s development potential often has more to do with its ability to attract employees than it has to do with attracting the employer. Adding or rebuilding value in the fabric of places and institutions that make up a community is essential to preserving the quality of life individuals crave.

Jim Higdon
Commissioner
Georgia Department of Community Affairs
October 1999

This report represents our vision and principles for service. Services delivered to communities by individuals, with respect for local leadership and a sincere dedication to make a difference.

principles of service

The Georgia Department of Community Affairs (DCA) has traditionally been in the business of assisting Georgia's communities in realizing their dreams for growth, development and improving quality of life for their citizens. The Department's programs — a complex array of activities in the areas of community development, housing, economic development, and community service — share a common theme of "community building." And these programs have been used quite successfully to help communities — meaning not just local governments, but other "community" actors such as nonprofits, individual households, development organizations, the private sector, and educational institutions — live up to their potential, and contribute to making the entire state a better place to live.

Assisting communities with growth and development issues is a complicated, multifaceted process. Each community has unique needs and unique attitudes toward development that must be accommodated. Some areas of Georgia are undergoing growth so rapid that it outstrips the capacity of communities to accommodate it. Some areas want to slow, or even halt, growth in an effort to preserve their quality of life. Others suffer from long-term declines in their traditional industries or a lack of infrastructure to bring in new industries. Still other communities need to address a lack of decent housing or a decline of older neighborhoods. And many struggle to educate and keep a qualified work force. Clearly, there must be as many different approaches to community development as there are communities.

DCA's activities in assisting Georgia's communities have always been driven by a core set of principles reflecting the mission of the agency:

Quality of Life

Working with communities to bring the resources and technical expertise necessary to improve the quality of life for their citizens.

Rural or Under-served Communities

Improving economic opportunities in all parts of Georgia through programs designed to prepare and enable people and communities for development.

Partnerships

Forging relationships with public and private sector development partners to achieve shared objectives.

Sustainable and Integrated Development

Facilitating implementation of sustainable strategies for growth and development.

Regionalism

Promoting regional solutions for the development challenges facing communities.

The following pages show DCA at work, putting these principles into practice.



Quality of Life

Working with communities to bring the resources and technical expertise necessary to improve the quality of life for their citizens

Delivery of state and federal financial and technical resources to governments and business

- water and sewer infrastructure for communities and business
- single-family housing development and renovation
- incentives for the creation of jobs
- public facilities to provide health, daycare, senior citizens and other human services
- revitalization of downtown and brownfield areas

Development of tools and guidance to assist local governments and regional development centers

- identifying community needs and assessing options for the future
- employing methods for the preservation of historic resources
- protecting the environment
- promoting economic opportunity

Provision and support of quality housing by providing direct access to resources

- down payment assistance to first-time home buyers
- tax credits, construction loans and permanent loans for the development of affordable rental housing
- home buyer education services
- first mortgage loans to home buyers at interest rates typically 1% below market
- rehabilitation of sub-standard housing

Identification and mitigation of threats to quality of life and opportunities for preservation of community heritage through the delivery of financial and technical resources for the revitalization of small downtowns

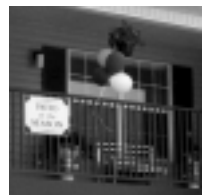
- organization, promotion, economic restructuring, and design assistance for small communities
- land conservation and development ordinance assistance to communities along prime transportation corridors and river corridors
- collaboration with Regional Conservation and Development non-profit organizations to develop non-traditional eco-tourism projects

Waynesboro

Pecan Chase, a 35-unit garden apartment complex in Waynesboro, was financed in part through a \$1.13 million HOME loan and a Tax Credit Allocation of \$159,000 from DCA. Three-bedroom units at the development rent for \$265, an amount that is affordable to households earning less than \$15,000 annually. These apartments will provide additional affordable housing to meet the demand of low income renters in the county that pay more than 30% of their annual income on housing costs.

HERITAGE PRESERVATION SENSE OF PLACE ENVIRONMENTAL PROTECTION GROWTH

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Monticello

Since being designated a Better Hometown in 1998, the city has landscaped its downtown square, attracted 20 new businesses to downtown and successfully raised over \$873,000 in grant funds, including \$400,000 from DCA, to make streetscape improvements, created a historic district and restored the historic Benton Building as a trailhead welcome center and city offices. The city has spurred private investment of over \$2.2 million in the renovation of 20 downtown buildings, added 409 new jobs, attracted over 17,000 visitors to eight promotional events, and logged 2005 hours of volunteer assistance. The commercial and industrial tax base has gone up by \$4 million dollars, and as a result, property taxes on residents are down 10%. But the impact of the program extends beyond the downtown to promoting quality development at the city's entries and gateways. The city has reviewed its development ordinances to make them consistent with neo-traditional development and worked with the county to have Highways 11 and 83 designated as the state's first nationally recognized Scenic Byway. By using the city's pristine rural setting as a magnet for tourism and making an enthusiastic commitment to preserving scenic and historic resources, Monticello has become a regional leader in eco-tourism as well as a shining example of smart growth for Georgia's smaller rural communities.

PREPAREDNESS APPROPRIATE BUSINESSES EDUCATIONAL OPPORTUNITIES HOUSING



Rural or Under-served Communities

Improving economic opportunities in all parts of Georgia through programs designed to prepare and enable people and communities for development

Targeting infrastructure and housing rehabilitation resources, through a competitive process, consistent with federal requirements and state objectives, to serve areas and citizens most in need

Addressing challenges to development in rural areas

- examination of local government fiscal planning and utilization of resources
- analysis of factors impacting development capacity
- facilitation of locally-driven, viable solutions for encouraging growth

Meeting the housing needs of under-served populations

- financial resources for emergency shelters
- vouchers for the attainment of safe and sanitary rental housing
- financial resources for the development of housing for persons with AIDS

Collaborating with local public housing authorities

- preserve the long-term physical and financial integrity of privately-owned, federally-subsidized rental housing
- ensure the supply of affordable housing to Georgia's renters
- encourage greater local control in preserving affordable housing for their communities

Supporting community-based programs to enhance leadership, service and youth participation

- community service
- environmental clean-ups
- public-safety improvements
- care for the elderly
- leadership programs
- economic development training

Providing hands-on technical and financial assistance to local governments wishing to develop or preserve affordable housing in their communities. Funds are used to stimulate the production or rehabilitation of single-family and rental housing through a combination of financing techniques

- rehabilitation loans
- "soft loans" and development subsidies
- construction lending
- permanent mortgage financing

Augusta

In 1998, a young man named Ronald Kellogg became homeless after relocating to Augusta to care for an ailing relative. Mr. Kellogg was referred to the Economic Opportunity Authority in Augusta, one of fourteen regional agencies in Georgia that coordinate DCA's Next Step Program. Once in the program, Mr. Kellogg and the staff developed a long-term Self-sufficiency Plan that eventually guided him to a permanent job and a home. Staff were impressed with Mr. Kellogg's drive and determination, particularly when it came to bicycling some 40 miles each day to and from work. When asked what he thinks of the Next Step Program, Mr. Kellogg reports, "When I entered the program, the only thing I had was my clothes and my son's clothes. Now I have a place to live, a house full of furniture, a job and a future."

OPPORTUNITIES LOCAL SELF-DETERMINATION REGIONAL COOPERATION SHARED

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Manchester

DCA provided \$250,000 in funding, together with over \$1 million in local and private funds, to help Manchester and Meriwether County attract Horizon Medical Products, Inc. to the area. Horizon is a publicly traded company which manufactures cardiovascular shunts and other surgical products. DCA's grant to the city was in turn loaned to the local development authority to renovate and expand an existing industrial building to house the company. Since locating in Manchester, the company has grown by 193%. To date, 110 new jobs have been created in the county and the authority's loan repayments have capitalized a local revolving loan fund that can be used to stimulate renewed interest in Manchester's downtown and industrial areas. Horizon is supporting the city's downtown development efforts by leasing a vacant school building for storage and renting two downtown apartments as temporary housing for new residents and corporate visitors.

SOLUTIONS

EMPLOYMENT OPTIONS

REGIONAL IDENTITY

INFILL DEVELOPMENT

TRADITIONAL



Partnerships

Forging relationships with public and private sector development partners to achieve shared objectives

Engaging in strategic alliances to maximize the effectiveness of public development resources

- the Georgia Environmental Facilities Authority (GEFA) and the U.S. Department of Agriculture (USDA) to co-finance local and regional infrastructure projects
- the Georgia Department of Industry, Trade, and Tourism (DITT) to promote use of direct project financing through the REBA program for new business locating to Georgia and to promote use of the Business Retention and Expansion Program
- the Georgia Department of Technical and Adult Education (DTAE) to provide innovative financing methods for support of satellite operations linked to major employers and the Georgia Department of Labor (DOL) regional offices to certify former welfare recipients
- the Georgia Department of Transportation (DOT) in the review of TEA-21 applications

Coordinating staff support and policy and program initiatives with client stakeholders

- the Georgia Municipal Association (GMA) and the Association County Commissioners of Georgia (ACCG) to meet local government needs
- the Fanning Leadership Institute and the Georgia Academy for Economic Development to lend staff support for leadership development and economic development training

Leveraging public and private sector resources for housing production and renovation in underserved areas

- a network of public and private mortgage lenders who serve Georgia's home buyers
- cooperative agreements with the U.S. Department of Agriculture (USDA) to jointly finance home purchases for eligible buyers
- support of community-based housing initiatives involving lenders, major employers, local governments, and non-profit organizations
- awarding tax credits to private developers for use in raising the equity needed to rehabilitate or construct affordable rental housing
- loan agreements with private for-profit and non-profit developers to finance affordable rental housing
- providing technical assistance and guidance to community-based non-profits working to enhance affordable housing opportunities in Georgia

Enhancing government services and improving development opportunities

- local governments-through technical assistance to coordinate or consolidate service delivery
- state agencies-through cooperative agreements with the Environmental Protection Division (EPD) to provide for local implementation of environmental standards

Bringing key resources to bear on complex challenges facing downtown areas, river corridors, and transportation corridors through collaborative efforts

- Georgia Power, The University of Georgia School of Environmental Design, District staff of DOT, and State Historic Preservation Planners in Better Hometowns
- Local governments, regional tourism staff of DITT, the Georgia Conservancy, the Atlanta Regional Commission, Georgia Regional Transportation Authority, Regional Development Centers, DOT planners, and EPD to assist in corridor management along the I-75 corridor, Highway 316, the Altamaha and Ocmulgee Rivers, and the Monticello-to-Social Circle Scenic Byway

Improving the state's capacity to assess resource limits and development readiness

- coordinating interagency standards and base maps for state agency Geographic Information Systems
- Managing regional contracts for planning and development to support local and regional comprehensive planning
- Supporting the Governor's Office in preparation of the state plan
- Assisting local governments with implementation of EPD's environmental standards
- Assisting the U.S. Forest Service and the Georgia Urban Forestry Council in the development of Georgia's Urban Forestry Plan



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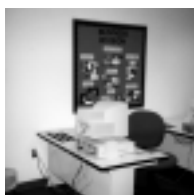
the Greene County Satellite Tech School

DCA negotiated a Memorandum of Understanding (MOU) with the Department of Human Resources to expedite and automate qualification of welfare-to-work recipients for local jobs. These jobs, the majority of which are available for low and moderate income persons, were created by several local industry and business expansions. DCA grant funds enabled the local governments to build a workforce training center, operated by the Department of Technical and Adult Education, while the MOU allowed private businesses to obtain well-trained workers with a minimum of "red-tape." DCA is currently exploring the collaborative model to expand child-care opportunities for low-income workers in rural areas.

the Broad River

DCA manages a \$130,000 EPA grant to develop an innovative planning approach for the entire Broad River watershed, stretching from the Appalachian foothills in Habersham County to Thurmond Reservoir in Wilkes County, and including parts of nine other counties. The project involves use of a Geographic Information System and analysis models, developed by The University of Georgia, to identify zones where new development is likely to intrude upon environmentally sensitive resources in the watershed. This information is used by local government officials, the general public, and other stakeholders to implement appropriate practices for management of the areas where new development will impact critical resources.

PRESERVATION SENSE OF PLACE ENVIRONMENTAL PROTECTION GROWTH PREPAREDNESS



Sustainable and Integrated Development

Facilitating implementation of sustainable strategies for growth and development

Assisting local governments in addressing multiple development challenges simultaneously by providing hands-on service through the regional offices

- downtown revitalization
- collaborative approaches to housing development
- leadership development
- training in economic development
- identification of opportunities for improvements in telecommunications services and infrastructure
- state and federal resource identification for a wide variety of community needs

Managing the local and regional comprehensive planning process which identifies local and regional policies and objectives

- land use
- economic development
- housing
- public facilities
- historic and natural resources

Encouraging the formulation of locally-driven, sustainable housing strategies

- the needs of the workforce
- the capacity of the local infrastructure
- the heritage of the community
- the willingness of public and private sector leadership to actively support affordable housing development

Integrating multiple community development assessments and objectives into a comprehensive vision for growth

- land use patterns and policies
- infrastructure and facilities capacity and needs
- economic development objectives
- housing availability and challenges
- environmental resource management
- human service needs



Measuring project readiness through an analysis of various factors

- capacity and need
- feasibility and sustainability
- commitment of local leadership and collaborative efforts
- infrastructure readiness
- strength of private sector partners
- resource capacities
- consistency with local and regional comprehensive plans
- relationship of the project to other development occurring in the community and region

Addressing local and regional environmental management concerns

- developing comprehensive solutions to waste, litter and other environmental issues
- offering environmental education programs for teachers, businesses, local governments and the general public
- maintaining minimum standard codes for construction to protect life, health and property by eliminating faulty design and construction

Tifton

DCA staff responded to an urgent request from Tifton regarding commercial development pressures on its historic district. A proposal to rezone key properties surrounding a 40-acre park donated by the town's founder led to a strategic re-thinking of land use policies and transportation corridors.

Increasingly heavy traffic counts and new school construction near the park presented the city with critical decisions regarding the extent and types of commercial development appropriate for the historic district. A strategy was developed to move traffic one block over from the park as part of a larger redevelopment plan for Love Avenue, a commercial street that is currently underutilized. The strategy would increase the downtown tax base, use signalization and traffic re-engineering to move traffic to Love Avenue, provide financial incentives for developers to locate on Love Avenue, create public/private partnerships to remodel abandoned and declining commercial centers into upscale mixed use facilities, provide tax credits and low-interest loans to property owners in the historic district, support current zoning and comprehensive plan policies through adoption of a formal redevelopment plan for the area, and shore up the city's legal support for its historic district.



SELF-DETERMINATION

REGIONAL COOPERATION

SHARED SOLUTIONS

EMPLOYMENT OPTIONS

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Regionalism

Promoting regional solutions for the development challenges facing communities



Implementing multi-jurisdictional approaches to economic development through the provision of financing for innovative multi-jurisdictional projects

- the development of regional industrial parks
- the establishment of multi-county incubators and research facilities
- the consolidation of infrastructure services
- the development of regional tourism strategies

Supporting the development of regional priorities in meeting economic development needs while improving and protecting the natural and historic heritage of Georgia's communities by providing resources

- the economic development strategies formulated by the Regional Advisory Councils
- the regional agendas of the Regional Development Centers

Encouraging collaborative efforts among local governments

- service coordination and consolidation
- infrastructure and solid waste planning
- community facilities planning and utilization
- marketing and recruiting business
- leadership development

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the Southeast Georgia Regional Development Authority

Appling, Bacon, and Jeff Davis counties and the cities of Baxley, Alma, and Hazlehurst created the state's first jointly-owned regional industrial park to operate under an innovative revenue-sharing agreement among the member governments. Following local commitments of \$677,672 to the project, GEFA and DCA provided grants totaling \$482,442 for sewer facilities for the park.

REGIONAL IDENTITY INFILL DEVELOPMENT TRADITIONAL NEIGHBORHOODS OPEN SPACE

looking toward the future...



PRESERVATION TRANSPORTATION ALTERNATIVES HERITAGE PRESERVATION SENSE OF PLACE

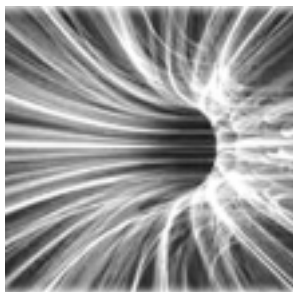
challenges

The New Economy

The economic realities that have traditionally determined which communities grow and which do not are being revised in the face of what's being called the "new economy." The growth of the internet, e-commerce, and other "new economy" technologies are reducing the constraints that have traditionally determined the locations chosen by businesses, industries, and their employees. Suddenly, traditional economic development efforts are called into question as more and more jobs are performed electronically, dispersed around the state or country through electronic links. In a new economic order with more small firms, more joint ventures, more short-term mergers and split-ups, more turnover in jobs, and more "free agents" working under contract, it is likely that businesses will go almost anywhere they can find workers with the skills they require. And those workers are free to locate wherever they choose. The competition for growth and jobs in the new economy will be won by communities that are able to attract and retain residents by offering stable neighborhoods, recreational and entertainment opportunities, cultural amenities, quality education, and other factors contributing to a high quality of life.

Changing Perspectives on Growth and Development

The traditional approaches communities and states have used to encourage growth and development have often led to a number of undesirable consequences, including urban sprawl, decline of older neighborhoods, and degradation of critical natural resources. These undesirable consequences have begun to receive more publicity in recent years and, as a result, the traditional "community development" approaches are coming increasingly into question. The emergence of a nationwide "smart growth" movement has attempted to provide new answers to the questions about how communities should go about handling growth and development issues. The traditional approaches to community development are gradually being rewritten with new "smart growth" concepts that focus on maintenance of quality of life, management of the impacts of growth, protection of the environment, and return to more traditional, less automobile-dependent, development patterns. As these smart growth principles grow in acceptance, it is becoming clear that communities will have no choice but to adapt to new ways of handling growth and development issues.



Increasing Complexity of Community Development

The emergence of the new economy and the smart growth movement means that the already complex business of providing community development assistance is becoming even more complicated. For example:

ENVIRONMENTAL PROTECTION

GROWTH PREPAREDNESS

APPROPRIATE BUSINESSES

EDUCATIONAL

The state's rural communities that choose to grow must be ready to attract or foster growth in a world where new economic rules apply. Economic development cannot happen unless a community is adequately prepared for growth. The new economy requires more community assets than just having an industrial park served by roads and sewer lines. There may be many steps to readying a community for growth, including developing a more qualified workforce, improving quality of life to enhance attractiveness to new businesses, providing telecommunications infrastructure needed to support growth, or modifying development policies and practices. It may take a community several years to become ready for the type of economic growth it desires. Where DCA is assisting such a community, it must be a long-term relationship, a partnering with the community, to help achieve each step in the process of preparing for growth — at a pace that is acceptable to the community.



Communities that are already growing must be able to accommodate growth in a manner that preserves the quality of life that is becoming the chief determinant of long-term economic viability in the new economy. The further a community progresses along the growth spectrum, the more growth management becomes a critical concern for the community. Because growth management involves a sensitive balance between accommodating growth and protecting quality of life, it is not a simple task to accomplish. Where DCA is assisting growing communities, it must again be a long-term partnership to help them maintain and adjust their approach to balancing growth with quality of life as local conditions change over time.



Even those **communities that simply do not want new growth** will have community development challenges to address as a result of the new economy and the smart growth movement. As their citizens become aware of smart growth and quality of life initiatives in other areas, these communities may begin to feel some pressure to improve local quality of life through similar local initiatives, such as improving the attractiveness of their downtown areas, or providing more recreational opportunities for their citizens. These communities will also be expected to do their part to participate in new regional initiatives to protect shared natural resources or develop multi-jurisdictional solutions to shared needs. Because these communities are not growing, they are likely to lack the staff and financial resources to address these types of community development challenges. Because of this, these are perhaps the communities that most need DCA's assistance — to help them find ways to address their community development challenges without placing undue burden upon limited local resources.



Clearly, providing community development assistance in the changing environment of the new economy and the smart growth movement must continue to come from a broad perspective that “sees” the interrelatedness of the growth and development challenges communities are facing. There will not be just one fix for these communities — one new major employer, one new ordinance, or one new housing development — that will resolve all of the local growth and development challenges. For the typical community, an interrelated package of solutions, working in combination, and implemented over an extended period of time, is what will be required to ensure the community adequately addresses the new challenges presented by the new economy and the smart growth movement.

QUALITY COMMUNITY OBJECTIVES

HERITAGE PRESERVATION

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

SENSE OF PLACE

Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

ENVIRONMENTAL PROTECTION

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

GROWTH PREPAREDNESS

Each community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These might include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities.

APPROPRIATE BUSINESSES

The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.

EDUCATIONAL OPPORTUNITIES

Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.

HOUSING OPPORTUNITIES

Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

preparing for the future

Helping Communities Adapt to New Challenges

DCA will play an important role in helping the state's communities adapt to the new challenges presented by the new economy, the increased focus on smart growth, and the growing complexity of community development. With its traditional "community building" role, DCA is uniquely positioned to provide leadership in helping the state's communities address these new challenges. The Department has the resources to provide a comprehensive range of assistance to Georgia communities – whether they are small or large, growing or not growing. And being in a position to orchestrate a comprehensive approach to assistance is critical (as the Department's long experience with the complexities of community development has shown) since the typical community faces numerous interrelated challenges in realizing its development objectives.

What, specifically, can DCA do over the coming years to assist communities with adapting to the challenges of the new economy and the movement toward smart growth?

Provide a clear understanding of what the new challenges are and guidance on how these might best be addressed.

There has been a lot of discussion about the "new economy" and "smart growth" around the U.S., but very little concrete guidance as to what a community actually needs to do to embrace these concepts. Providing more specific guidance in this area, targeted to the unique needs of Georgia communities, will help these communities (and others involved with community development in the state) know what to shoot for in adapting to the new economy and implementing smart growth.

Ideally, this guidance would be established through a state planning process that produces a comprehensive vision for the future of the state – and recommends best growth and development practices for use by state agencies, local governments, and other actors who play a role in determining how the state develops. (The need for such a state vision has been discussed at length in the Report of the Growth Strategies Reassessment Task Force, adopted by the Board of Community Affairs in January 1999).

Until a state vision is developed, however, DCA will use the Quality Community Objectives to guide its efforts at assisting communities with addressing the new challenges of community growth and development. These objectives are drawn from common elements of smart growth approaches in several other states, combined with some of the current thinking on preparedness for the new economy. If a state vision is developed that includes similar development principles, the Department will retire the Quality Community Objectives in favor of principles included in the state vision.

To disseminate information about the challenges and suggested means of addressing these, the Department may engage in a number of activities:

- Modern development tool kits, targeted to local governments, detailing the challenges of adapting to the new economy and smart growth, explaining the Quality Community Objectives, and recommending sources of assistance with specific approaches for implementation of these objectives.
- Intensive training for local officials on specific approaches for implementing the Quality Community Objectives.
- Wide distribution of lessons learned from both successful and failed attempts to use new approaches to adapt to the new economy or implement smart growth.
- Updated requirements for local comprehensive planning to ensure that the Quality Community Objectives are considered by each community in the process of preparing its comprehensive plan.

Directly assist communities wishing to implement new approaches.

The Department can make a comprehensive range of assistance available to support community initiatives to implement some or all of the Quality Community Objectives. Financial assistance can be provided through the various community development, housing, or economic development programs administered by the Department. By drawing upon the diversity of expertise among DCA staff, technical assistance may be offered in areas ranging from financial packaging, planning, community revitalization, housing development, or ordinance writing. Where the Department does not offer the specific resources needed, assistance may be arranged through DCA's traditional partnerships with various other organizations, state agencies, or the regional development centers.

The DCA regional office staff will play a key role in orchestrating the Department's assistance to communities. Their hands-on approach to assisting communities with implementation of new approaches will include providing direct technical assistance to these communities and arranging additional assistance from other state and federal agencies where needed.

By partnering with progressive communities, supporting their efforts with intensive staff technical support and financial resources, the communities will be assisted in implementing new approaches to development. DCA staff will assist the community with revising procedures, trying alternatives, and making other adjustments as appropriate for unique local conditions. This partnering will provide an opportunity to test the effectiveness of different approaches for implementing the Quality Community Objectives and to share information about lessons learned with other communities throughout the state.

Target the Department's various financial and technical assistance programs to support new approaches.

In making decisions about awarding financial assistance or providing technical assistance to communities, DCA program administrators will be encouraged to give preference to activities that are clearly consistent with the Quality Community Objectives. In some cases, the Department might recommend modifications to make an activity more consistent with these objectives, or assistance may be denied where an activity is clearly inconsistent with the objectives.

QUALITY COMMUNITY OBJECTIVES

LOCAL SELF-DETERMINATION

Communities should be allowed to develop and work toward achieving their own vision for the future. Where the state seeks to achieve particular objectives, state financial and technical assistance should be used as the incentive to encourage local government conformance to those objectives.

REGIONAL COOPERATION

Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources.

SHARED SOLUTIONS

Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

EMPLOYMENT OPTIONS

A range of job types should be provided in each community to meet the diverse needs of the local workforce.

REGIONAL IDENTITY

Regions should promote and preserve an "identity," defined in terms of traditional regional architecture, common economic linkages that bind the region together, or other shared characteristics.

INFILL DEVELOPMENT

Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.

TRADITIONAL NEIGHBORHOODS

Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

OPEN SPACE PRESERVATION

New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.

TRANSPORTATION ALTERNATIVES

Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.

financials

DCA FINANCIAL ASSISTANCE FOR HOUSING, COMMUNITY AND ECONOMIC DEVELOPMENT

\$683 MILLION (FY2000)

Housing Resources

ESG	Emergency Shelter Grants	\$3,800,000
HOME	CHDO Loan Program	\$2,663,850
HOME	CHDO Predevelopment Loan Program	\$150,000
HOME	Community Home Investment Program (CHIP)	\$3,000,000
HOME	Rental Housing Loan Program	\$12,389,573
HOME	OwnHOME Downpayment Program	\$2,500,000
HOPWA	Housing Opportunities for Persons with AIDS	\$1,200,000
Home Buyer	Home Buyer Program	\$104,000,000
HTF	Housing Trust Fund for the Homeless	\$2,600,000
Lead	Lead Safe Homes Demonstration Project	\$3,778,700
LIHTC	Low Income Housing Tax Credit Allocation	\$9,873,684
Section 8	Rental Assistance and Shelter Care	\$42,300,000

Community and Economic Development Resources

AmeriCorps	Georgia Corporation for National and Community Service	\$5,000,000
ARC	Appalachian Regional Commission Development Grants	\$4,873,260
ARC RLF	Appalachian Regional Commission	
	Business Development Revolving Loan Fund	\$300,000
CDBG	Community Development Block Grant and Loan Guarantees	\$41,279,340
DD RLF	Downtown Development Revolving Loan Fund	\$300,000
EIP	Employment Incentive Program	\$5,000,000
EZ/EC	Empowerment Zone/Enterprise Community Program	\$10,000,000
GEFF	Georgia Export Finance Fund	\$750,000
GEF	Governor's Emergency Fund	\$558,851
ITD	Immediate Threat and Danger	\$500,000
LAG	Local Assistance Grants	
	<i>(as directed by the General Assembly)</i>	\$16,954,672
LDF	Local Development Fund	\$617,500
LRLF	Local Revolving Loan Fund	\$18,431,000
	Private Activity Bond Allocation	\$382,100,000
RAP	Regional Assistance Program (including GEFA funds)	\$1,628,125
REBA	Regional Economic Business Assistance	\$4,847,147
RPD	Regional Planning and Development Contracts	\$1,861,948

Employment Incentive Program (EIP)

Since 1984, EIP has funded 220 projects totaling over \$40 million in assistance and documented the creation or retention of 19,151 jobs.

1998 Home Buyer Program

- 1,485 loans, a 7% increase from 1997
- 97.9% first time homebuyers
- Average purchase price of homes \$69,810
- Average family income \$25,968
- 48.7% minority borrowers
- 53.6% female headed households

1998 Federal Single and Multi-Family Housing Programs

14,704 households served

2,424 units constructed or renovated

FY 1998 Community Development Block Grant Program

Activity	Number of Projects	Persons to Benefit
Day Care Facilities	1	175
Youth Facilities	1	1,310
Adult Education Facilities	3	299
Health Facilities	10	47,770
Multi-Purpose Centers	4	15,100
Senior Centers	1	599
Housing Rehabilitation/Reconstruction	123	301
Water Improvements	15	4,110
Sewer Improvements	6	995
Street and Drainage Improvements	20	6,100
Multi-Purpose Infrastructure	7	799
Economic Development/Jobs	31	1,085

DEVELOPMENT ASSISTANCE PROGRAMS FOR LOCAL GOVERNMENTS, DEVELOPMENT AUTHORITIES AND ORGANIZATIONS

Better Hometown Program
Building Codes for Construction and Industrialized Buildings
Business Retention and Expansion Program
Capital Projects Consultant Program
Community Developers Forum Staff Support
Community Indicators
Comprehensive Planning Review and Technical Assistance
Development Authorities Registration
Economic Development Technical Assistance
Economic Development Finance Professional Certification
Georgia Music Hall of Fame
Government Management Indicators Survey
Innovative Community Housing Program
Job Tax Credit Program
Keep Georgia Beautiful
Local Bonded Indebtedness Survey
Local Government Finance Survey
Local Government Wage and Salary Survey
Professional Services Contract Assistance
Recycling Program
Redevelopment Plan Assistance
Regional Development Center Planning and GIS Contract Management
Regional Development Information System
Regional Economic Assistance Projects Designation
Service Delivery Strategy Act (H.B.489) Review and Technical Assistance
Solid Waste Management Annual Survey
Solid Waste Planning Review
State Coordinating Committee for Geographic Information Systems (GIS)
State Rural Development Council Research and Administrative Support
Statewide Local Update of Census Address (LUCA) Contract Management
The Georgia Academy for Economic Development Staff Support
Uniform Chart of Accounts
Waste Reduction Program

SPECIAL PROJECTS

Community Developers Forum

The Community Developers Forum is an association of individuals and organizations involved in community and economic development activities. The Forum is intended to provide an informal educational opportunity for individuals to meet, discuss and update each other on issues and topics related to community and economic development.

Continuum of Care

To assess the needs of the homeless population in Georgia, DCA developed the state's first non-urban Continuum of Care Plan in 1998. The Plan was needed so that organizations serving the homeless in rural Georgia could apply for and receive competitive HUD funds for homeless activities. The Plan addresses the cooperative relationships among the many private and public organizations involved in providing housing and social services to the homeless.

Disaster Recovery

DCA played a key role in administering disaster recovery assistance to communities impacted by the floods of Tropical Storm Alberto in 1994 and Opal in 1996. Over \$40 million in supplemental CDBG funds were provided to fund over 76 infrastructure and business recovery projects in south Georgia.

Future Communities Commission

In 1995, through the collaborative effort of the Association County Commissioners of Georgia, the Georgia Municipal Association, and the Georgia Chamber, the Legislature and then-Governor Zell Miller, created the Commission, staffed by DCA, to examine the governmental, social, and economic issues confronting local governments. Recommendations resulted in key pieces of legislation including the Service Delivery Strategy Act, Community Indicators, and the Uniform Chart of Accounts.

Georgia Allocation System

Pursuant to state and federal law, the department administers the "Georgia Allocation System" for local and state government issuing authorities seeking to issue "private activity tax exempt bonds". Georgia is authorized to use up to \$50 per capita a year, or some \$382 million for projects ranging from the traditional industrial development bonds (IDBs) for manufacturing concerns and mortgage revenue bonds (MRB) for single-family mortgages to bonds for multi-family housing development and solid waste disposal. The department utilizes a very specific application procedure that ensures allocation is available throughout the year.

Green Carpet Tour

In the early 1980s, DCA, together with the Georgia State Financing and Investment Commission and the Georgia Chamber of Commerce, developed the Green Carpet Tour. The Tour, held every three years, is geared towards bond buyers and municipal securities professionals to highlight Georgia and investment opportunities in Georgia's local governments.

Growth Strategies Commission

Created by then-Governor Joe Frank Harris, the Growth Strategies commission, staffed by DCA, developed the 1989 Georgia Planning Act and was instrumental in amending the Area Planning and Development Commission legislation to more clearly define the role of regional development centers.

Growth Strategies Reassessment Task Force

In the summer and fall of 1998, the DCA Board appointed a group of experts including developers, preservationists, local governments, state agencies, and others to assess the effectiveness of the Georgia Planning Act and to make recommendations regarding legislative and regulatory policies.

Innovative CDBG – Downtown Redevelopment Initiative

DCA conceived and implemented a one-time program that provided financing for communities to undertake downtown redevelopment projects through public/private partnerships. The program funded over \$ 1.7 million for seven (7) projects. Several of the projects created new financial tools for downtown development authorities (DDAs) including facade conservation easements and DDA purchase leaseback arrangements. The experience with the Innovative Program was used by DCA to create the permanent Downtown Development Revolving Loan Fund (DDRFLF).

Mark - to - Market

DCA has joined with the Macon Housing Authority and six other local public housing authorities to form the Georgia M2M Company, Inc. to provide services to HUD in the restructuring of private and federal loans for rental housing properties with project-based Section 8 contracts.

PeachCorps

In the early 1990s, at the request of then-Governor Zell Miller, DCA began a program offering recent high school graduates the opportunity to perform community service in return for college tuition support. The pilot communities were Vidalia-Toombs and Thomson-McDuffie. PeachCorps was one of the early state model programs which led to the creation of the national AmeriCorps program.

Regional Rural Development Initiatives

DCA conducted a series of forums in the mid 1990s to identify rural development challenges and opportunities for growth. The forums included representatives from Tennessee, North Carolina, South Carolina and Alabama and focused on regional strategies to address common rural issues.

Rural Development Council

During its first two years from 1989 to 1991, the Rural Development Council, staffed by DCA, was successful in bringing two programs to increase development and enhance local government services in rural Georgia: the Job Tax Credit and the Local Development Fund. Re-established in August of 1999, DCA will staff the Council's efforts on behalf of the Chairman, Lt. Governor Mark Taylor.

Y2K Interagency Task Force

Created by Governor Roy Barnes in 1999, DCA chairs the statewide effort to address readiness concerns related to Year 2000 computer issues.

Year 2000 Census

At the request of the Governor and General Assembly in 1998, DCA provided funds and training to regional development centers to encourage local government participation in the Local Update to Census Addresses (LUCA) program and to assist in the address verification process. As a result of this joint effort between the state, local governments, and RDCs, 951,890 address updates have been submitted to the Census Bureau.

Analysis of Impediments to Fair Housing Choice

Bonded Indebtedness Report

Catalog of State Financial Assistance Programs

Charting a Course for Cooperation and Collaboration

City and County Wage and Salary Reports (annual)

County & Consolidated Government Fiscal Planning Guide

County Jail Inmate Information Report (monthly)

DCA Codes Quarterly

Directory of Registered Local Government Authorities

Economic Development Financing Packet

Georgia City Scapes

Georgia County Snapshots

Georgia Solid Waste Management Plan

Georgia's Communities-Planning, Growing, Achieving

Georgia's Future: Beyond Growth Strategies

Landlord/Tenant Handbook

Local Government Management Tools

Model Law Enforcement Operations Manual

Municipal Government Fiscal Planning Guide

Office of Affordable Housing Development 1999 Policy Guide

Office of Affordable Housing Development 1999 Qualified Allocation Plan

Section 8 Landlord Handbook

Single Family Programs Seller Guide

Single Family Servicing Guide

Small Business Resource Guide

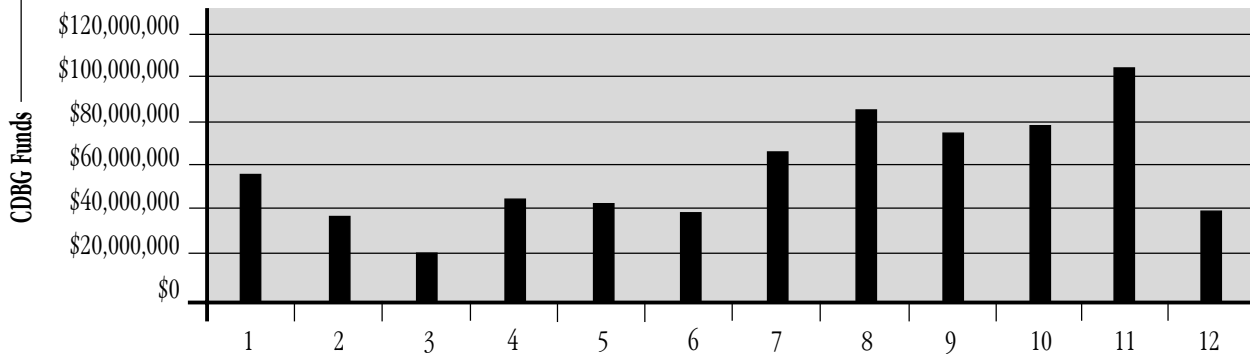
Solid Waste Management Annual Report

State of Georgia Consolidated Plan Annual Performance Report

The Waste Stream Journal (quarterly)

Y2K Interagency Taskforce Newsletter (quarterly)

DISTRIBUTION OF NON-ENTITLEMENT CDBG FUNDS BY DCA FY 1982-1998

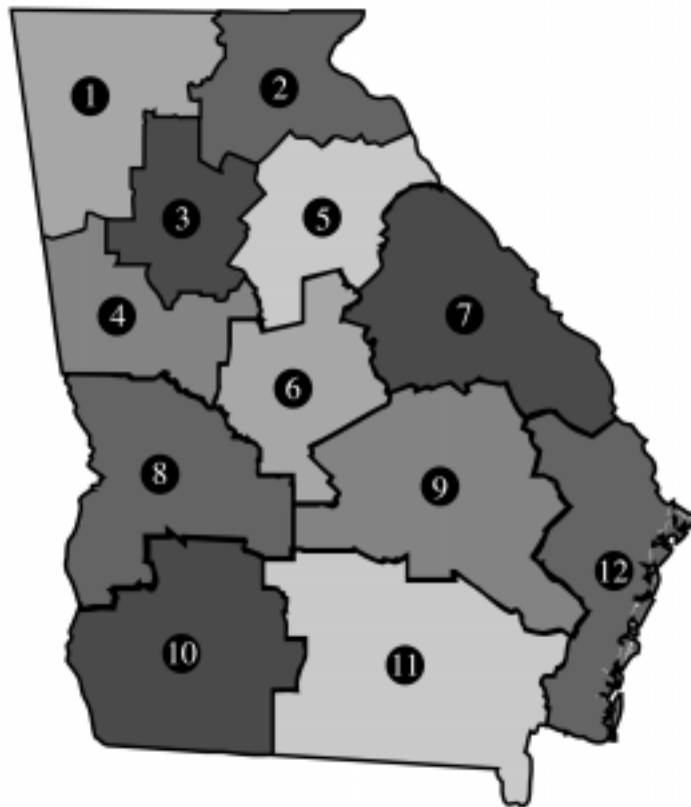


State Service Delivery Regions

Note that there are 14 "Entitlement Communities" in the State who receive CDBG funds directly from US HUD. The largest concentration of Entitlements is in Region 3 - the Atlanta Metro Area.

REGIONAL DEVELOPMENT OFFICES DCA AND DITT

1. Rome
2. Gainesville
3. Atlanta
4. Newnan
5. Athens
6. Warner Robins
7. Augusta
8. Americus
9. Dublin
10. Blakely
11. Douglas
12. Savannah



State Service Delivery Regions

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| DCA | EMPLOYMENT OPTIONS | DCA | REGIONAL IDENTITY | DCA | TRANSPORTATION
TRADITIONAL NEIGHBORHOODS | DCA | EDUCATIONAL OPPORTUNITIES | DCA | SENSE OF PLACE |